

DD/O 84-1273

13 AUG 1984

MEMORANDUM FOR: Deputy Director for Operations

FROM:

[redacted]
Chief, Career Management Staff, DO

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SUBJECT: Briefing of the President's Foreign
Intelligence Advisory Board (PFIAB)

1. At the request of [redacted], Office of the Executive Director, I was scheduled to brief PFIAB staff members at the Executive Office Building, Room 340, 11:30 hours, 9 August 1984, on the subject of CT recruitment. I arrived at 11:25; the briefing did not begin until 12:03 and lasted for about 50 minutes. The session was cordial throughout and the briefing was largely a series of responses to questions which PFIAB members (Daniel Carlin, Lawrence Sternfield and Anthony Oettinger) asked.

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2. Initial area of interest involved the Office of Security (OS) and Office of Medical Services (OMS) and revolved around whether we in CMS accepted the recommendations of both offices without question regarding acceptance of CT candidates. I replied that this was true regarding OS but that the assessments provided by OMS were for guidance purposes only and that they represented a basis for discussion between members of CMS, the CT staff in Office of Personnel (OP) and the psychologists. I assured them that our relationship with all of these parties was a close one and that contact and exchange of ideas was frequent. They also asked if the quantity and quality of CT applicants were sufficient to meet our needs. I told them that quality continues to be satisfactory and that while additional numbers would be welcome this area was also generally satisfactory from our point of view. I stated that we were still considerably short of CT's in our area divisions but that we had [redacted] CTs in a training status and once these completed training a significant part of our near term problem would be solved.

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3. I mentioned two numbers in response to questions during the course of our conversation. I stated that we had [redacted] positions in the directorate at the present time which could be considered in the ops officer classification and that we had asked OP for [redacted] for FY-85. Concerning the latter, however, I emphasized that this

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was subject to considerable change depending upon our rate of attrition and the degree to which Congress is willing to give us additional ceiling during the coming year.

4. I also explained the working relationship between OP, including the DO representatives assigned there, and CMS members involved in the recruitment process, as well as those from our area divisions who do interviewing. I described the relationship as cordial and the contacts frequent among the various officers involved. I also said that CMS and members of the staff did not have direct contact with field recruiters but that this was handled through OP. I was asked if I thought that in demanding a college degree we were setting our educational standards for CTs too high and I told them no, I did not think so. I alluded to the necessity of conducting daily intercourse with members of our embassies, cover responsibilities, and the necessity for developing meaningful contact with foreign officials (both in and out of power). A lack of understanding of the way we do our business evidently prompted this question since it was followed up by reference to a perceived need for people who can operate in "back alleys" with perhaps less formal education.

5. They also got into a discussion about the mix of male and female CTs; I told them that we are recruiting a much larger percentage of females today and that it is, in my opinion, still too early to tell whether females as a group will be as successful in this business as their male counterparts. I added that we had some exceptionally fine female ops officers but since hiring a larger number had started only in recent years, we are not yet certain how well this larger number of females will do. We are watching the situation carefully, developing data as to why both males and females drop out of the business and hope to reach some helpful conclusions within the next few years. Asked about black officers, I stated that our sample was so small as to be largely meaningless. I explained that the Agency had hiring goals but that blacks as a group were not attracted to the Clandestine Service for career purposes as ops officers, although we would obviously like to increase the numbers coming into the directorate. Hispanics, on the the other hand, are quite a different question and we are more successful in this area.

6. Sternfield was the most knowledgeable, for obvious reasons, of the three. I concluded, after they ran out of questions, that I would be happy to talk to them again if they feel it is desirable.



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Orig: (10 August 1984)

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